

Trip Report from 2001 Emerging Leaders Conference
3–10 Aug 01, Chicago, IL

1. Thirty-six Emerging Leaders (ELs) from around the Corps were represented at the subject conference. On 3-6 Aug 01, facilitator Dr. Nap DuFault directed a series of team exercises and feedback during which the results of four psychological instruments administered to conference participants were distributed and discussed. The overall goal of the team building exercises was to establish the fact that teams composed of different personality types ultimately make better decisions than teams composed of like personality types, although they may take longer to reach consensus due to the increased potential for conflict. On the evening on 6 Aug 01, the ELs attended the National Awards Ceremony and Banquet along with the Senior Leaders (SLs).
2. On 7 Aug 01, LTG Robert Flowers outlined his four-year plan and priority areas for the Corps. Highlights included: (a) re-establishing relationships with the administration, Congress, and the public, (b) improving processes with emphasis on people and training, (c) supporting Army transformation, (d) fostering a positive workplace experience where people are our most valuable resource, (e) engaging our critics and telling our story, (f) implementing the Project Management Business Process by 1 Oct 02, (g) supporting Fort Future initiatives, (h) and making the Corps Vision a reality. BG Pete Madsen briefed on “The Learning Organization” where he described a learning culture as one where leadership, technical excellence, and business processes are interdependent. Mr. Michael Grumwald of the Washington Post spoke concerning his series of articles written about the Corps. Mr. William Abolt, Commissioner of the Chicago Department of Energy, spoke during the Keynote Luncheon and Mr. Dominic Izzo, Principal Deputy of the Assistant Secretary of the Army for Civil Works spoke on the “Civil Works Perspective.” A video entitled “Customer Perspectives of the Corps” was presented and CSM Robert Dills reviewed “Consideration of Others” training. Mr. Bill Brown and Dr. Susan Duncan also gave a presentation on the Interns Program. On 8 Aug 01, Vice Chief of Staff of the Army, GEN John Keane, spoke on Army Transformation. He noted that in the transformed Army there will be rapid deployment of troops and equipment and a shift from the traditional way of fighting in the 20th century using the principle of mass theory (i.e., divisions with reconnaissance, artillery, maneuver, infantry, armored, and logistics units entering a country along an axis of advance) to simultaneous attacks of key targets in a country using satellite imagery, etc. After a luncheon/induction ceremony and a private EL session with LTG Flowers, the SLs and ELs had a team-building event at the Navy Pier. On 9 Aug 01, the ELs held working sessions and attended a joint session with the SLs on “Leaders as Learners.” On 10 Aug 01, the ELs presented skits and commercials concerning the Corps Vision and “Just Do It” plans to the SLs. The conference ended with a Town Hall meeting conducted by LTG Flowers.
3. The Emerging Leaders Conference was a wonderful opportunity that I would encourage any Corps employee to attend. My “Just Do It” plan involves assisting in the development and implementation of an ERDC-wide Leadership Development Program to recruit potential EL conference attendees and to give EL conference alumni an opportunity to make an impact on the local level after their ELC experience.

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